

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR Program)**

**Funded By U.S. Agency for International Development**

**RECRUITMENT PHASE II**

Final Report

**Deliverable for ICTI Component, Task No. 422.2  
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## **1. Introduction**

HM Government of the Hashemite Kingdom of Jordan wants to improve the national economy and create jobs by attracting investment into the information and communication technology (ICT) sector, promoting the use of ICT nationally and by establishing Jordan as a regional ICT center and hub. Additionally, to facilitate national economic development, HM government wants to streamline the operation of the national administration by introducing more effective and transparent principles and practices into its operations.

The central pillar of the government's program is the creation and effective operation of the Ministry of Information and Communication Technology (MoICT). An "Implementation Plan" to create the new Ministry by re-engineering the previously existing Ministry of Post and Communications was prepared by a previous consultancy. The Ministry is currently implementing the recommendations contained in the Plan.

## **2. Objective of the Consultancy**

To provide expertise in human resource management, staffing, reorganization and implementation for the administrative and organizational development of MoICT. Specific tasks include.

- I Continuing the recruitment of managers, professionals and staff for the new Ministry.
- II Creating and developing internal structures and systems.
- III Facilitating staff development by way of provision of training, tools and resources.

Written deliverables include:

- Bi-monthly recruitment status report (until July)
- Training procedures and forms (01 August)
- "Junior Professionals" action plan (18 August)
- HRD processes and procedures (01 September)
- E-Government succession plan (01 December)
- Standard Operating Procedures (joint effort)
- Training handbook (16 December)

The focus during this project period (9 May – 27 June 2002) had been heavily focused on recruitment for the Ministry.

### **3. Approach, Methodology and Observations**

It is the policy of the Ministry that proposed human resource development (HRD) solutions will be professional, appropriate, workable, and sustainable. This will entail locally developing policies, plans and procedures which are based on internationally recognized best practices and which will be implemented by highly-qualified, well-trained, capable and well-motivated managers, professionals and staff working together as a unified entity to achieve the Ministry's goals.

#### **3.1 MoICT Organization**

The organizational structure of the new Ministry is continually kept under review and periodic changes may be made to improve the effectiveness of the organization.

The Ministry's e-Government contractor (EDS) has made proposals to slightly amend the organization of the e-Government Program Management Office (PMO) to adapt to the current situation. The proposed new organization is shown at Annex 3 and this will be used for future recruitment.

#### **3.2 Recruitment**

Activity during this period in the HRD program has been focused on recruiting managers and professionals for the Ministry with particular attention being given to creation of the e-Government Program Management Office (PMO). Effort has also been employed in recruiting key positions within the Ministry including Director of Administration and Support and Head of Human Resource Development.

It has to be said, however, that despite prior agreement of positions and salary ranges for a series of 35 management and professional positions at the Ministry, MoICT has faced difficulty gaining approval for the appointment of candidates who had been successful at interview. The single most significant factor has been the starting salary proposed.

##### **3.2.1 Recruitment Process**

Our experience to date with the appointed recruitment agency has been disappointing and new methods of sourcing good quality candidates for positions were sought. Use has been made of an on-line recruitment service (Bayt.com) to locate additional candidates. This has allowed us to increase our pool of prospective candidates for positions at the Ministry. A further two advertisements have been placed in the national Sunday newspaper "Al Rai" and these are shown at Annexes 1 and 2.

To supplement the regular recruitment process, MoICT has taken a booth at an upcoming job fair. This fair will allow MoICT to target a concentrated pool of candidates, all of whom have been educated at universities in the United States of America. This will

allow us direct access to a great many well-qualified candidates in one of our top target communities.

Once applications have been received and collated from all sources, initial selection will be carried out in collaboration with departmental directors to identify candidates suitable for consideration to progress to the next stage. Initial selection will comprise one or more of the following:

- Telephone discussions
- Personality profiling
- Aptitude testing
- Written exercises
- Preliminary interviews

Following an initiative from MoICT's Director of e-Government, a Recruitment Day has been planned. This will allow the Ministry to screen candidates in advance of formal interviews.

Those successful at the early stages will be assessed by the Ministry's recruitment committee and, if successful at this stage, candidates will progress to salary negotiations and appointment.

### 3.2.2 Recruitment for e-Government

Competition to recruit in the ICT sector is fierce and the Ministry's attempts to recruit senior specialist Project Management professionals to work within the PMO have inevitably put a strain on local resources.

Concerted efforts by MoICT senior management, the Ministry's e-Government consultants (EDS) and the HRD Advisor have resulted in identification of some good candidates for PMO positions but a number of positions remain to be recruited. A new advertisement for positions in the PMO has been placed on 30<sup>th</sup> June and it is hoped that this will attract many more good candidates. The advertisement will be supplemented by a continuing search using the online recruitment service "Bayt.com".

The current status of recruitment for e-Government is shown at Annex 4.

## 3.3 **Appointment Status**

A Director of Administration and Support had been appointed earlier in the year but he has subsequently left the Ministry leaving a vacancy for this important position.

The following positions have been recruited during the project period:

- Head of Human Resource Development

- Head of Change Management (e-Government PMO)
- e-Government Project Manager
- Administrative Assistant for ICT Promotion

Successful candidates have been identified for a number of positions for which we await final approval:

- Head of Postal Policy
- Legal Policy Adviser
- Head of IT Policy (by transfer)
- e-Government Project Manager (3 positions)

A further possible appointment is currently being considered:

- Head of Telecom Policy (by transfer)

### **3.4 Junior Professionals Program**

The pilot of the Junior Professionals program is continuing under the guidance of MoICT's ICT Education Adviser. The single participant in the scheme has recently been transferred from the ICT Promotion department to the e-Government PMO.

### **3.3 Ongoing and Other Tasks**

In addition to the tasks specified in the scope of work, the consultant participated as an integral member of MoPC staff, focusing on collaborative participation and transfer of skills and know-how to the Jordanian members of staff and in strategic planning for the Ministry. Additionally he participated in team-building activities and a number of e-Government co-ordination meetings.

## **4. Next Steps**

During the next and subsequent project periods, the consultant will work in close collaboration with the newly-appointed Head of Human Resource Development and will gradually transfer responsibility for HR functions and activities.

### **4.1 MoICT Organization**

It is proposed that a review of the Administration and Support Dept will be carried out with a view to creating an organization capable of providing optimum support to the Ministry's operational units.

### **4.2 Recruitment**

Initial recruitment activity will largely be in processing responses to our two recent advertisements and priority will be given to e-Government positions however, consideration will also need to be given to other areas of concern. A MoICT Recruitment Day will be held shortly to short-list candidates for a number of key positions. Moreover, MoICT is to participate at the annual “AMidEast” Job Fair at which we hope to target US-educated graduates, who are among our top target groups.

In view of the difficulty MoICT has faced in attracting candidates who are both well-qualified and experienced, it has been decided that, where necessary, the Ministry will target individuals who, while not having a great deal of experience, nevertheless, have a good recent qualification, (typically a Masters degree in a specialist area of work) and, importantly, good attitude. In this way, we will be able to take advantage of their recent (up-to-date) education and more modest salary requirements. It is hoped that they will also be receptive to modern methodology and the concept of continual improvement. MoICT will provide: training (including on-the-job training) , support, guidance, encouragement and mentoring where appropriate to optimize the capability of its managers and professionals.

#### 4.2.1 e-Government and the PMO

The progress in processing candidates identified as potential e-Government Project Managers during the current project period will be followed up and appointments made once salaries have been agreed and approval received.

e-Government candidates who respond to our proposed advertisements will be screened and long-lists prepared. It is understood that long-listed candidates will attend the proposed Recruitment Day and short-lists prepared following the event.

#### 4.2.2 Other Positions

Among the remaining positions advertised for the Ministry, immediate priority will be given to recruiting a new Director of Administration and Support.

Applications received in response to the general MoICT advertisement will be screened and long-listed candidates will be seen at the Recruitment Day. Candidates who will not be able to attend the recruitment day will be screened by telephone.

#### 4.2.3 Succession Planning

The transition team at the MoICT is now six months into its 18-month proposed term. Critical to the success and sustainability of the initiative will be the appointment of counterparts to work alongside USAID-funded Advisers and ultimately to take on the responsibility for the program.



In consideration of the need to arrange for selection, appointment, training, grooming, coaching and mentoring of counterparts, it is critical that the recruitment process be started at the earliest opportunity. It is recommended that a recruitment campaign be initiated immediately to locate and secure the appointment of the following:

- Director of Policy and Strategy (designate)
- Director of e-Government (designate)
- Director of ICT Promotion (designate)

These are high-level positions in the MoICT and the transition to the full-time occupants is, therefore, even more critical than with lower-level positions. More comprehensive succession planning will be carried out later in the program.

#### 4.2.4 Junior Professionals

A review will be carried out on the operation and progress of the pilot Junior Professionals scheme. Lessons learned will be acted upon and recommendations will be made regarding the future of the scheme. An action plan will be prepared in the event that its continuation is recommended.

#### 4.2.5 Training

MoICT training procedures will be prepared and appropriate forms drafted. Key training needs will be identified and sources of training to satisfy those needs most effectively will be sought.

A comprehensive Training Handbook will be prepared later in the project.

#### 4.2.6 HR Processes and Procedures

HR processes and procedures including those for:

- Recruitment
- Induction
- Appointment
- Appraisal
- Personal Development Planning

Will be prepared during a later stage of the program.

#### 4.2.7 Performance Management

Although not a specific part of the current scope of work, it is strongly recommended that performance management techniques be introduced in order to optimize the performance

of individuals, sections, departments and the Ministry as a whole. As a minimum, these should include:

- Creation of a Vision and Mission for each work unit.
- Setting of goals, objectives, targets and measures (including key result areas and key performance indicators) for each work unit.
- Regular (monthly?) Top Team meetings to include presentation of performance of individual departments against targets and corrective action where necessary.
- Regular (monthly) 1:1 meetings between each individual and his/her line manager to set targets and review performance against them as well as to agree corrective actions and personal development plans.

**Annex 1**

**MoICT Advertisement**



## Ministry of Information and Communications Technology

*The creation of the new Ministry of Information and Communications Technology [MoICT] provides a unique opportunity for you to participate in building the future of your country. You will work alongside other exceptional Jordanians within a highly motivated team, and will be limited only by your own capability.*

### Director of Administration and Support

Reporting to the Secretary-General, you will have overall responsibility for administration and support services including human resources, finance, internal audits, information systems, buildings, facilities and general internal services. This is a very senior position requiring first class management skills, leadership, lateral thinking, vision and a practical and objective approach to management of change. Masters degree preferred.

### Director of Policy and Strategy

Reporting to the Secretary-General, you will work with ICT stakeholders in Jordan to lead and coordinate national ICT policy and strategy. This is a very senior position requiring leadership, lateral thinking, vision, first class management skills and a practical approach. Masters degree preferred.

### Head of Telecommunication Policy

Reporting to the Director of Policy and Strategy, you will be responsible for advice on telecommunication policy matters, including developments in the fixed-line, mobile, and wireless markets. You should also be familiar with all aspects of the telecommunication business and the role of the Regulator in a developing telecommunication environment. Additionally, you will possess clear vision and be able to take a long-term view.

### Head of Strategic Planning

Reporting to the Director of Policy and Strategy, you will work with other section heads to prepare a biennial strategic plan for the ICT Sector. You will monitor developments in the ICT sector, collect data on development initiatives and opportunities, and perform analysis. You should have a sound background in economics, an understanding of business modelling and the ability to create a meaningful plan, which can be constantly monitored, and progress measured. You will also need vision and be methodical and precise.

### Head of Communication

Reporting to the Director of ICT Promotion, you will be responsible for all paid media bought by the Ministry, or represented by the Ministry and will promote Jordan's ICT message across national, regional, and international borders. Primary responsibilities include: developing, implementing and sustaining a communications plan for ICT in Jordan and overseeing research and sector promotion activity. You will also build relationships and partnerships in the three core sectors IT, Post, and Telecommunications, and encourage joint marketing activity.

### Head of Finance

Reporting to the Director of Administration and Support, you will have overall responsibility for all financial affairs within the Ministry as well as the Ministry's financial obligations to, and requirements of, external entities. Your responsibilities will include: internal accounting, financial statements, payroll, accounts payable, budgets, data entry and treasury issues.

All positions require a bachelor's degree in business, information technology, engineering, or other appropriate discipline. You will also need experience in the ICT private sector, competence in MS Office, and strong communication skills in Arabic and English both verbal and written.

Send your comprehensive CV with a covering letter stating which position you are applying for and your salary expectations by email to [jobs@moict.gov.jo](mailto:jobs@moict.gov.jo) by July 11, 2003.

### Public Relations Officer

Reporting to Head of Public Relations, you will be responsible for the PR department's daily organization and planning. Primary responsibilities are to assist in organization and planning of events, organizing department's daily schedules, appointments, and tasks in coordination with the team. Finalize the legislation with other departments e.g. invoices, purchase orders, etc. Create offers, and internal memos. You will also be responsible for archiving and documentation of all PR material.

### Content Developer

Reporting to the Head of Public Relations, you will prepare all written communication materials for the ICT Promotion department, in both Arabic and English languages. You will be responsible for copywriting, archiving information, collecting news, acquiring information from diversified departments, sectors and providers. You will also prepare content for all promotional materials, press kits, etc.

### e-Culture/Learning Promotion Officer

Reporting to the Head of Communications, you will create and implement a strategic plan to promote and raise awareness of the Connecting Jordanian initiative, and MoICT activities in using e-Learning to migrate Jordan towards an e-Culture. You will also develop and define communication campaigns on e-Culture and e-Learning, and will promote the vision and benefits of an e-Society to Jordanian citizens.

### e-Government Awareness Officer

Reporting to the Head of Communications, you will promote and support awareness of the Jordan e-Government Programme through the management and implementation of a communication campaign on e-Government. You will create and implement a strategic plan to raise awareness, promote the e-Government programme and train Jordanians on the use and benefits of e-Government.

### Training Manager

Reporting to the Head of Human Resource Development, you will be responsible for training for all MoICT managers, professionals and staff. You will carry out a comprehensive training needs study, submit a report detailing training and development needs, devise and implement a training strategy, and plan to meet the identified needs. You will work with external training providers and will coordinate the development of the Ministry's training centre, its infrastructure and staff, and devise and deliver high quality training programmes.

### Executive Secretary to the Minister

You will provide the interface for the Minister; manage visitors, deal with all communications to and on behalf of the Minister; format documents, manage the Minister's diary and assist in time management; arrange travel, air flights, schedule meetings etc. You will also assist in preparation of documents and presentations. For this position, you will need to have maturity, diplomacy, discretion, initiative and flexibility.

**Annex 2**

**e-Government Advertisement**




الحكومة في خدمتكم    your government at your service

## Unique Opportunities in e-Government

Jordan has recently established a new vision for improved citizen services, a more engaged citizenry and a focus on international competitiveness. More than simply a project or programme, Jordan's e-Government initiative is a national agenda.

This Jordan-wide initiative is aimed at transforming the government's relationships with its citizens through streamlining government procedures and deploying technology to optimise government service delivery. Coordinating the development and implementation of this national programme is the responsibility of the e-Government Programme Management Office (PMO) at the new Ministry of Information and Communications Technology (MoICT). We are now recruiting dynamic, well-qualified and capable people to manage and implement this exciting initiative.

Employment within the new Ministry will be unlike working in any other public sector organization within Jordan. You will be limited only by your own capability and rewards will reflect your achievement against challenging targets.

**HEAD OF PROGRAMME MANAGEMENT**  
Reporting to the Director of e-Government, you will have overall responsibility for effectively managing the PMO, acting as the custodian of the programme management process and taking ownership of project management procedures, planning and implementation.

**HEAD OF PROGRAMME ADMINISTRATION**  
Reporting to the Director of e-Government, you will have overall responsibility for administration and support services within e-Government, including co-ordination of RFP preparation, finance, contracts, documentation and logistics.

**HEAD OF TECHNOLOGY SERVICES**  
Reporting to the Director of e-Government you will have overall responsibility for monitoring and setting technological trends and standards. You will establish and track the integrity of the e-Government architecture and will be overall responsible for all IT security issues.

**QUALITY, RISK AND REPORTING MANAGER**  
Reporting to the Head of Programme Management, you will ensure that all project documents and deliverables conform to PMO and government standards. By using internationally recognised standards, you will monitor risks to ensure the integrity of the scope of e-Government projects and will develop and implement an effective reporting cycle.

**BUSINESS CASE AND RESOURCE MANAGER**  
Reporting to the Head of Programme Management, you will ensure all business cases are produced in a consistent and effective manner to facilitate decision making and will manage the human and infrastructure resource requirements to minimise risk in the PMO. Key elements will include Cost Benefit Analysis and Return on Investment.

**SECURITY MANAGER**  
Reporting to the Head of Technology Services, you will prepare and operate the IT Security Policy for the Government of Jordan and will ensure security policy and standards are in existence for all e-Government systems both operational and under development. You will liaise with the developers and administrators of the Government's IT systems to ensure that security issues are given due consideration in the overall system architecture and management. Moreover, you will minimise the impact of security measures on the operational efficiency of the systems and staff.

**SENIOR E-GOVERNMENT PROJECT MANAGER**  
Reporting to the Head of Programme Management, you will have overall responsibility for managing all aspects of e-Government related projects. This highly visible position requires a full appreciation of project management methodology, tools and practices as well as extensive experience of ICT project implementation, strong leadership and organisational skills. Experience of preparing and evaluating RFPs would be a considerable advantage.

To be considered for these positions, you will need a minimum of a good Bachelors degree in an appropriate discipline (a Masters degree will be an advantage). You will also need experience in a similar role in the ICT sector, be a strong team player, have outstanding interpersonal skills and be fluent in Arabic and English.

*If you want to play a leading part in the roll-out of e-Government in Jordan, send your comprehensive CV with covering letter, stating which position you are applying for, by E-mail to [jobs@moict.gov.jo](mailto:jobs@moict.gov.jo) by July 11, 2002.*



المبادرة الأردنية للحكومة الإلكترونية  
JORDAN'S e-GOVERNMENT INITIATIVE

**Annex 3**

**Revised e-Government PMO Organization (PowerPoint)**

**Annex 4****MoICT Recruitment for e-Government – Status at 26 June 2002**

<b><u>Name</u></b>	<b><u>Position</u></b>
1. Nadia Naber	Project Manager
2. Firas Rsheidat	Project Manager
3. Deema Anani	Transferred to Policy
4. Salwa Alloush	Executive Assistant
5. Fadi Mari	Project Manager
6. Amna Kilani	Head of Change Mgt
7. Sirin Hasan	Offered - Declined
8. Reema Juneidi	Project Manager
Salary agreed – awaiting appointment	
9. Amal Awwad	Possible Junior PM - Quality
SG will try to agree salary	
10. Riyadh Arafah	?
Met SG for salary negotiations 17 June 2002 – inconclusive. Unable to contact to discuss at present.	
11. Rana Abdelfattah	NO
12. Hala Katkhoda	?
Checked by Firas. Interviewed again 09 June; SG to take references. Sec General “interviewed” on 23 June and found acceptable..	
13. A-Karim AbuGhali	NO
14. Hani Yosif Khalil	?



Currently In Australia. Possible telephone interview plus references. SA will contact.

**15. Mohanned Tayyem** ?

Currently in KSA – Interview when next in Jordan (July). SA will fix

**16. Eman Jibreel** **Quality/Risk/Reporting Mgr?**

Interview scheduled for 16 June – postponed as MK unavailable

**17. Shatha Ahmad** **Project Manager?**

Salary agreed – waiting appointment

**18. Ahmed Naser** **No - “unlucky!”**

**19. Bayt.com 4 (USA)** **Project Manager?**

Info secret – waiting to hear from Bayt “Out of Reach”

**20. Yazan Samara** **No**

**21. Mamoun Hommesi** **Project Manager?**

Scheduled for interview 13 June- postponed as MK unavailable

**22. Nour Bani** **Junior Project Manager**

e-Procurement?

**23. Samer Tarawneh** **Possible Junior PM?**

Call for interview?

**24. Jafar Shaer** **Just possible for admin ?**

## Notes

- There are candidates who applied to AMIR whom we may wish to see for MoICT.
- We are still seeking additional candidates for positions within the PMO and as Project Managers.

Although the situation appears to have become less severe recently (we have Fadi Mari and Amna Kilani approved) we may still face difficulties in obtaining approval of salaries for some successful candidates.